

Training and Development Policy

Policy

The training and development of all employees is critical to the Company's success. It improves the performance of the Company, teams and individuals and makes an important contribution to the retention of staff and the development of future talent.

The Company is committed to providing an environment which enables the continuous learning, growth and personal achievement of all employees. The achievement of this commitment by the Company is also reliant on employee commitment and their willingness to learn, develop, take on new roles and responsibilities and seek opportunities for self-development.

Training and development plans are based on the future business strategy and through the output of regular individual appraisals. These plans identify where individual performance may be enhanced through development initiatives including training courses, coaching, job experience, formal studies, CSR activities such as volunteering and fundraising, as appropriate.

The Company is committed to the effective induction of all new employees and in supporting all employees to realise their full potential. Training and development opportunities are offered on a fair basis to all employees. The Company ensures that no employee receives less favourable treatment or consideration on the grounds of their disability, race, colour, religion, religious belief, nationality, ethnic origin, sex, sexual orientation, age or marital status, or any other unlawful criteria or circumstances.

Responsibility for Training

The primary responsibility for the training and development of an employee rests with the management of the business division / department in which the employee works. Line managers also have a key responsibility for training and development. They will support an employee in helping to identify any training and development needs and in deciding on the most appropriate way of meeting these. The relevant Human Resources Manager can provide professional advice to managers and individuals to support this process.

Individuals also have a responsibility for their own development and should raise any perceived needs with their line manager.

It is the responsibility of all employees, particularly those with management responsibility, to actively support the learning, development and coaching of others and to enable them to gain the necessary experience, as appropriate, to allow them to realise their full potential.

Access to Training

Training and development needs are fairly assessed. Access to training is provided on the basis of need. All employees have equal access to training and development opportunities without discrimination that would contravene the Company's Equal Opportunities policy.

Annual Appraisal Process

The Company operates an annual appraisal process which all employees participate in. The process is intended to assist managers and the Company in effectively managing the performance and development of all employees.

In order to support the company's continued growth and performance, it is important that all employees;

- Are committed to developing their skills and knowledge so they can fully contribute to the business.
- Understand the performance requirements and contribution that is expected from them.
- Are trained from the time they join the company and that this development continues as their careers develop.
- Skills and knowledge are regularly reviewed and updated to meet changes within the business.
- Understand and are focussed on delivering the aims of the business.

The key objectives of the annual appraisal process are to:

- Give all employees an opportunity to receive feedback on their performance. This is with the aim of helping them to become more effective in their current role and to develop both personally and professionally.
- Set individual objectives that are linked to those of the business on which effort and contribution can be focussed and against which performance can be measured.
- Identify any training and development which may further enhance an employees' effectiveness in their current role or develop them for future roles.
- Improve communication and encourage the giving and receiving of feedback.

All employees should take an active role in identifying their own training needs and make use of the opportunities available to them.

Induction

The Company recognises that the induction process is vital for ensuring that new employees are made to feel welcome by the Company. It is also important as it assists them to gain an understanding of the business, their role and where they fit. It also helps them to understand our values and business objectives and how they can make an early and effective contribution to the business.

The Company's Induction programme contains a number of components which includes:

- First Day Induction process
- General Induction Checklist which outlines matters to be covered in the first four weeks
- The John Laing Induction Day, which includes Health & Safety / Quality and Environment Training
- 3 and 6 month reviews as part of the probationary period

In-Company Training Programme

As part of the Company's commitment to continuous learning, the Company runs an In-Company Training Programme. The aim of this programme is to offer business-focussed training and development that;

- Ensures that all staff are able to perform and contribute at their optimum level.
- Develops the range and level of skills within the business.
- Supports the development of talent and potential for the future.

The programme currently has five core modules, as below, and within each of these are a range of courses. Further details on these courses can be obtained from the Intranet or from the HR Department.

- Personal Effectiveness
- Management Development
- Professional Development
- Information Technology
- Company and Industry Specific Development

Individuals can nominate themselves, with the support of their line manager, on any of the in-company courses where it is identified they would be beneficial in developing the individual's performance in their current role and / or in supporting their development for future roles. Also, the Company and line managers may nominate an individual to attend a course, where it is deemed appropriate.

All individuals are required to complete a pre-course questionnaire with their line manager. The aim of this is to identify any particular training needs prior to the course and to enable the trainer to tailor the content of the course, as appropriate. All delegates are required to complete a post-course evaluation. This assists the Company in reviewing and assessing the effectiveness of its' training programme and to ensure that it continues to meet the needs of the business and its' employees.

Individual Training Needs

If an employee has an individual training need which cannot be met by the In-Company Training Programme, the Company will seek to source appropriate training and / or development to meet these needs. Employees are able to propose specific courses, where they feel they are appropriate to their particular need. To support employee's in their own personal and professional development of their thinking, working and relating characteristics in relation to the John Laing Corporate Competency Model an on-line, confidential survey is available. More information on this development tool is available from HR.

Professional Qualifications / Membership of Professional Bodies

The Company supports requests from individuals who wish to gain additional professional qualifications, where related to their role. Each request will be considered on its own merit and will be subject to a sponsorship agreement. This sets out the support that the Company will provide and the commitment that is required from the individual. The Company will, under a sponsorship agreement, typically pay for course and examination fees and offer an agreed level of paid study and exam leave during working hours.

The Company will also reimburse the cost of one basic annual subscription to a recognised professional body, where membership is relevant to the role performed by an individual.

Training Records

It is important that the Human Resources Department's are advised of all training activities that are undertaken so that an individual's training record is kept updated.

Career Development

The Company places high priority on providing employees with the opportunity to develop their careers. The Company seeks to promote from within where possible. The Company advertises appropriate vacancies internally and applications from existing employees are encouraged.